

Declassified in Part - Sanitized Copy Approved for Release 2012/11/21 : CIA-RDP88-01192R000100080001-5

✓ 8

**Employee Satisfaction Survey
Psychological Services Division
Office of Medical Services
706 Chamber of Commerce Bldg**

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TO ALL AGENCY EMPLOYEES

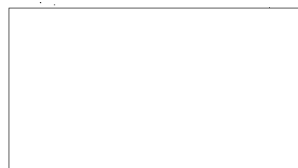
As you know, we have formed a task force to improve our current personnel and compensation system, and that effort is proceeding.

We want to be able to assess just how well any changes we implement are working. One way is to compare employee satisfaction under any new system with employee satisfaction under the current system. In order to have a baseline against which we can evaluate any new system, we ask that you take a few minutes to complete and return this questionnaire. We considered sending this survey to only a limited number of employees, a representative sample of our employee population, particularly since some of you recently were involved with the secretarial survey. We chose to send this questionnaire, to all employees, however, because we wanted each of you to have an opportunity to participate in this important survey.

Your responses will be anonymous, and the results of this and future surveys will be made available to you.



James H. Taylor
Executive Director



~~SECRET~~

EMPLOYEE SATISFACTION SURVEY

Please mark on the enclosed answer sheet your responses to the following items. **Use only a No. 2 pencil.** Mark only one box for each item. If you make a mistake or wish to change an answer, erase your old mark completely.

To ensure anonymity, do not put your name on the answer sheet and ignore that section of the answer sheet labeled "ID Number." Any comments you care to make should be enclosed on a **separate** sheet of paper. Please complete the questionnaire within three days and **return only the answer sheet and any comments to:**

**Employee Satisfaction Survey
Psychological Services Division
Office of Medical Services
706 C of C**

The 16 items listed below represent general aspects of employment that are relevant to some people's overall satisfaction with their jobs. The items are not listed in order of importance. Please rate the importance of each of these items **to you** using the following scale:

- A - Extremely important
- B - Very important
- C - Moderately important
- D - Somewhat important
- E - Unimportant

HOW IMPORTANT IS/ARE:

1. A sense of accomplishment?
2. The classroom and on-the-job training you receive?
3. Interaction with your co-workers?
4. Challenging and interesting work?
5. The way your supervisor treats you?
6. The feedback you receive for your work?
7. Management-employee communications?
8. Your salary and benefits?
9. Your chances for promotion?
10. Fair assessment of job performance?
11. A reasonable work load?
12. A competent supervisor?
13. A career development system?
14. A clear statement of work responsibilities?
15. Feeling that you are a part of the Agency?
16. Recognition for good performance?

SECRET

The next series of statements addresses specific aspects of your work experience in the Agency. Please indicate the degree to which you agree or disagree with these statements using the following scale:

- A - Agree
- B - Tend to agree
- C - Undecided
- D - Tend to disagree
- E - Disagree

**There are no right or wrong answers to any of these statements.
Do not spend too much time on any one statement.**

17. The Agency has a training program that will allow me to advance my career.
18. I think my supervisor provides a good model of what a manager should be.
19. Criteria for promotions are clearly defined.
20. Performance ratings have little to do with how well you do your job.
21. I really care about the future of the Agency.
22. I have experienced a definite growth in skills in my current job.
23. Everything is a crisis for my supervisor.
24. My job requires me to be creative.
25. My co-workers give me less cooperation than they should.
26. My supervisor watches me too closely.
27. I am getting paid as much as I would outside the Agency.
28. I feel very little loyalty to my Office.
29. The only real way to get ahead in the Agency is to become a manager.
30. I have a clear understanding of the key skills and experiences most helpful for advancement.
31. My supervisor gives confusing instructions.
32. Current opportunities for advancement are excellent in my occupation.
33. Some aspects of my job are too difficult for me.
34. My supervisor gives very little attention to rating employee performance.
35. I rarely see the results of my work.
36. Management fails to explain adequately the reasons for its actions which affect employees.
37. There should be a way for employees to continue to advance in the Agency without getting into management.
38. My supervisor listens to my suggestions.
39. I would turn down a chance to change my present job for one of equal pay, security, and status.
40. I am willing to put in a great deal of effort beyond that normally expected in order to help the Agency be successful.
41. My supervisor tends to play favorites.
42. I get along well with my co-workers.
43. We have a promotion system that helps the best people rise to the top.
44. I would accept almost any type of job assignment in order to continue working for the Agency.
45. The Agency has provided inadequate training for my current job.
46. My job is at least as good as I thought it would be when I was hired.
47. I can trust my supervisor.
48. I would probably advance more quickly in private industry than in the Agency.
49. Performance is evaluated against agreed upon goals and standards.

SECRET

- A - Agree
- B - Tend to agree
- C - Undecided
- D - Tend to disagree
- E - Disagree

50. I often come home angry or irritable because of something that has happened at work.
51. My supervisor plans out work in advance.
52. I successfully complete a project or some aspect of it every week.
53. I am rarely asked to participate in the planning of my career development.
54. Experts who become managers do not stay current in their specialty.
55. My supervisor lets me know what he thinks of my work.
56. There is not too much to be gained by sticking with the Agency indefinitely.
57. I have a lot of interests and attitudes in common with my fellow workers.
58. My work bores me.
59. My supervisor has shown interest in my career development.
60. My chances for promotion in the Agency are good.
61. At the end of the day I wonder what I have accomplished.
62. My supervisor makes my job more stressful.
63. I can make my ideas known to management.
64. For the work I do I am underpaid.
65. The Agency really inspires the very best in me in the way of job performance.
66. My supervisor allows me to make my own decisions on how I do my work.
67. My Office has an active career development system.
68. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.
69. I get important assignments.
70. My supervisor fails to provide me with the materials, information, or assistance I need to do my best work.
71. Management makes little effort to solicit ideas from employees.
72. I am discouraged in my present job.
73. My supervisor handles the administrative parts of the job extremely well.
74. It would take very little change in my present circumstances to cause me to leave the Agency.
75. People are rewarded in proportion to the excellence of their job performance.
76. My supervisor is well-qualified technically.
77. Opportunities for advancement are more restricted than I expected.
78. I rarely receive praise for my work when I have done a good job.
79. I never seem to have enough time to get everything done.
80. Decisions affecting my career are made with little regard for my preferences.
81. My supervisor helps me solve work-related problems.
82. Deciding to work for the Agency was a definite mistake on my part.
83. I have frequent opportunities to use my talents and abilities in the Agency.
84. The method used to evaluate my performance leaves much to be desired.
85. Sometimes I feel that my work counts for very little in the Agency.
86. I find that my values and the Agency's values are very similar.
87. My supervisor is too interested in his or her own success to care about me.
88. If I have a complaint to make, I feel free to talk to someone in management.
89. I have too much work to do everything well.
90. I feel I contribute to the office-team effort to get the job done.
91. My supervisor acts as a mentor by showing me ways to improve myself and my work.

S E C R E T

- A - Agree
- B - Tend to agree
- C - Undecided
- D - Tend to disagree
- E - Disagree

- 92. If I make a mistake, it will usually be pointed out to me.
- 93. The goals I am supposed to achieve in my job are realistic.
- 94. My supervisor does not have sufficient input into the career panel system.
- 95. There is not enough reward and recognition given for doing good work.
- 96. Non-management experts in the Agency are as respected as managers.
- 97. Often, I find it difficult to agree with the Agency's policies on important matters relating to its employees.
- 98. My supervisor motivates me to do a better job.
- 99. I very seldom sit down with my manager to review my overall performance and effectiveness.
- 100. Standards for satisfactory performance are the same for people who do the same job.
- 101. There is a communication gap between management and employees.
- 102. My supervisor encourages experimentation in problem solving.
- 103. I do not have a clear idea of what I am supposed to do in my job.
- 104. There needs to be more informal training for my job outside the classroom.
- 105. My co-workers are not supportive of me.
- 106. I do not have enough to do.
- 107. My supervisor rates my performance fairly.
- 108. I could just as well be working for a different organization as long as the type of work were similar.
- 109. It seems like people get the same monetary rewards regardless of their level of performance.
- 110. The benefits package provided to Agency employees is a good one.
- 111. I would like to be able to advance in the Agency without becoming a manager.
- 112. My supervisor cares about me as an individual.
- 113. My supervisor keeps informed about work which is being done.
- 114. My performance ratings are not based on the major tasks I actually do on my job.
- 115. The present career panel system works well.
- 116. My supervisor can change leadership style to fit the situation.
- 117. People often leave the Agency for private industry because they want to continue working in their specialty without being a manager.
- 118. For me this is the best of all possible organizations for which to work.
- 119. The feedback that my supervisor provides enables me to do a better job.
- 120. When there is a lot of pressure, my supervisor only makes the situation worse.
- 121. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
- 122. I have taken training courses that will allow me to advance my career.
- 123. My supervisor makes sure we have clear goals to achieve.
- 124. I do not understand how the career panel system works.
- 125. The level of expertise in the Agency suffers because of the lack of career opportunities for specialists.
- 126. Management fails to explain adequately the reasons for its actions.
- 127. Filling in a questionnaire like this is a good way to let management know what employees think.
- 128. I think some good may come from a questionnaire like this.

Please rate how satisfied you are with each of the following aspects of your job using the scale below:

- A - Extremely satisfied
- B - Very satisfied
- C - Moderately satisfied
- D - Somewhat satisfied
- E - Dissatisfied

HOW SATISFIED ARE YOU WITH:

- 129. Challenge and interest of your work?
- 130. Your sense of accomplishment?
- 131. Your salary and benefits?
- 132. Feeling that you are a part of the Agency?
- 133. The way your supervisor treats you?
- 134. The classroom and on-the-job training you receive?
- 135. Your chances for promotion?
- 136. Your interaction with your co-workers?
- 137. How fairly your job performance has been assessed?
- 138. Your Office's career development system?
- 139. Your supervisor's competence?
- 140. Management-employee communications?
- 141. A clear statement of your work responsibilities?
- 142. Your work load?
- 143. Recognition for good performance?
- 144. The feedback you receive for your work?
- 145. Your job?

S E C R E T

The following information is necessary to analyze the attitude data by groups within the Agency. PSD policy is that identifying information is privileged. No information will be released which could be used to identify any specific individual's responses, either directly or by inference.

146. What is your current pay schedule?

- A. GS
- B. SIS
- C. TCO or TCM
- D. WG or IS
- E. Other

147. What is your current GS grade (or equivalent)?

- A. GS-5 or below
- B. GS-6, GS-7, or GS-8
- C. GS-9, GS-10, or GS-11
- D. GS-12, GS-13, or GS-14
- E. GS-15 and above

148. How old are you?

- A. Less than 26 years old.
- B. Between 26 and 39 years old.
- C. Between 40 and 49 years old.
- D. Between 50 and 59 years old.
- E. 60 years old or older.

149. How many years have you worked for the Agency?

- A. Less than three years.
- B. At least three years but less than six years.
- C. At least six years but less than ten years.
- D. At least ten years but less than fifteen years.
- E. Fifteen years or longer.

150. Where do you work?

- A. Headquarters Building
- B. Washington metropolitan area other than Headquarters
- C. Continental United States other than the Washington area
- D. Outside the continental United States

151. Do you have responsibility for writing PAR's?

- A. Yes
- B. No

152. Are you:

- A. Male
- B. Female

S E C R E T

Below is a list of many, but not all, of the occupations in the Agency. Please read through the entire list. If your occupation is in the list, indicate that occupation on the answer sheet. For example, if you **currently work** as an engineer, place a single mark in the "A" box of item 155 and leave the remaining items blank. If your occupation is not in the list, mark the "E" box of item 160 ("OTHER"). **Place only one mark on the answer sheet for the set of items 153-160.**

- 153-A. Administrative Officer
- 153-B. Attorney
- 153-C. Budget/Finance Officer or Assistant
- 153-D. Career Trainee
- 153-E. Computer Assistant or Wang Administrator

- 154-A. Computer Operator
- 154-B. Computer System Analyst or Programmer
- 154-C. Contract Officer or Procurement Officer
- 154-D. Courier
- 154-E. Electronic Technician or Field Engineer

- 155-A. Engineer
- 155-B. General Staff Officer
- 155-C. Information Control Officer
- 155-D. Information Management Analyst or Records Management Officer
- 155-E. Information Officer--Foreign Broadcast

- 156-A. Information Resource Officer or Librarian
- 156-B. Instructor
- 156-C. Intelligence Assistant
- 156-D. Intelligence Officer/Analyst
- 156-E. Intelligence Operations Research Officer or Assistant

- 157-A. Language Officer or Intelligence Officer--Foreign Documents
- 157-B. Logistics Officer
- 157-C. Medical Officer
- 157-D. Operations Officer or Case Officer
- 157-E. Operations Support Assistant or Administrative Assistant

- 158-A. Personnel Officer or Assistant
- 158-B. Photographer
- 158-C. Physical Scientist
- 158-D. Polygraph Officer
- 158-E. Publications Officer or Editor

- 159-A. Reports and Requirements Officer
- 159-B. Secretary
- 159-C. Security Officer
- 159-D. Security Protective Officer
- 159-E. SIGINT Officer

- 160-A. Technical Operations Officer
- 160-B. Telecommunications Officer
- 160-C. Training Officer or Assistant
- 160-D. Visual Information or Graphic Specialist
- 160-E. Other

S E C R E T

Below is a list of offices, divisions and staffs. Please indicate the one to which you are **currently** assigned. For example, if you **currently** work in EURA in the DI (either permanently in EURA or on rotation to EURA), place a single mark in the "D" box of question 161 on the answer sheet and leave the remaining items blank. If your office, division, or staff is not in the list, mark the "D" box of item 173 ("OTHER"). **Place only one mark on the answer sheet for the set of items 161-173.**

DI Area:

161-A. O/DDI
161-B. ACIS
161-C. ALA
161-D. EURA
161-E. CPAS

162-A. CRES
162-B. LDA
162-C. MPS
162-D. NESA
162-E. OEA

163-A. OGI
163-B. OIA
163-C. OIR
163-D. OSWR
163-E. SOVA

DO Area:

164-A. O/DDO or O/A/DDO/N
164-B. AF

164-D. CI
164-E. CMS

165-A. CTC
165-B. EA
165-C. EPS
165-D. EUR
165-E. FR

166-A. IMS
166-B. LA

166-D. NE
166-E. OED

167-A. PCS
167-B. PPS
167-C. SAS
167-D. SE

DA Area:

168-A. O/DDA
168-B. OC
168-C. OF
168-D. OIS
168-E. OIT

169-A. OL
169-B. OMS
169-C. OP
169-D. OS
169-E. OT&E

DS&T Area:

170-A. O/DDS&T
170-B. FBIS
170-C. NPIC
170-D. OD&E
170-E. ORD

171-A. OSO
171-B. OTS

DCI Area:

171-C. O/DCI or O/DDCI
171-D. O/EXDIR
171-E. ICS

172-A. NIC
172-B. NIESCO
172-C. OCA
172-D. O/COMPT
172-E. OGC

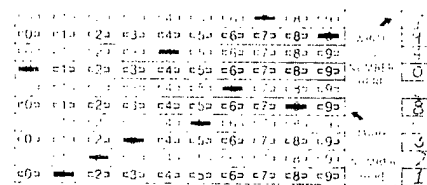
173-A. OIG
173-B. PAO
173-C. SRP

Other Office, Division, or Staff:

173-D. OTHER

0	1	2	3	4	5	6	7	8	9	WRITE ID NUMBER HERE	
0	1	2	3	4	5	6	7	8	9		
0	1	2	3	4	5	6	7	8	9		
0	1	2	3	4	5	6	7	8	9		
0	1	2	3	4	5	6	7	8	9	MARK ID NUMBER HERE	
0	1	2	3	4	5	6	7	8	9		
0	1	2	3	4	5	6	7	8	9		
0	1	2	3	4	5	6	7	8	9		

EXAMPLE:



CODE I.D. NUMBER AT LEFT BY FILLING IN THE APPROPRIATE BOXES ACCORDING TO THE EXAMPLE.

SER NUM	SCORE C1 C2					SER NUM	SCORE C1 C2					SER NUM	SCORE C1 C2					SER NUM	SCORE C1 C2				
	C1	C2	C1	C2	C1		C2	C1	C2	C1	C2		C1	C2	C1	C2	C1		C2				
1	A	B	C	D	E	51	A	B	C	D	E	101	A	B	C	D	E	151	A	B	C	D	E
2	A	B	C	D	E	52	A	B	C	D	E	102	A	B	C	D	E	152	A	B	C	D	E
3	A	B	C	D	E	53	A	B	C	D	E	103	A	B	C	D	E	153	A	B	C	D	E
4	A	B	C	D	E	54	A	B	C	D	E	104	A	B	C	D	E	154	A	B	C	D	E
5	A	B	C	D	E	55	A	B	C	D	E	105	A	B	C	D	E	155	A	B	C	D	E
6	A	B	C	D	E	56	A	B	C	D	E	106	A	B	C	D	E	156	A	B	C	D	E
7	A	B	C	D	E	57	A	B	C	D	E	107	A	B	C	D	E	157	A	B	C	D	E
8	A	B	C	D	E	58	A	B	C	D	E	108	A	B	C	D	E	158	A	B	C	D	E
9	A	B	C	D	E	59	A	B	C	D	E	109	A	B	C	D	E	159	A	B	C	D	E
10	A	B	C	D	E	60	A	B	C	D	E	110	A	B	C	D	E	160	A	B	C	D	E
11	A	B	C	D	E	61	A	B	C	D	E	111	A	B	C	D	E	161	A	B	C	D	E
12	A	B	C	D	E	62	A	B	C	D	E	112	A	B	C	D	E	162	A	B	C	D	E
13	A	B	C	D	E	63	A	B	C	D	E	113	A	B	C	D	E	163	A	B	C	D	E
14	A	B	C	D	E	64	A	B	C	D	E	114	A	B	C	D	E	164	A	B	C	D	E
15	A	B	C	D	E	65	A	B	C	D	E	115	A	B	C	D	E	165	A	B	C	D	E
16	A	B	C	D	E	66	A	B	C	D	E	116	A	B	C	D	E	166	A	B	C	D	E
17	A	B	C	D	E	67	A	B	C	D	E	117	A	B	C	D	E	167	A	B	C	D	E
18	A	B	C	D	E	68	A	B	C	D	E	118	A	B	C	D	E	168	A	B	C	D	E
19	A	B	C	D	E	69	A	B	C	D	E	119	A	B	C	D	E	169	A	B	C	D	E
20	A	B	C	D	E	70	A	B	C	D	E	120	A	B	C	D	E	170	A	B	C	D	E
21	A	B	C	D	E	71	A	B	C	D	E	121	A	B	C	D	E	171	A	B	C	D	E
22	A	B	C	D	E	72	A	B	C	D	E	122	A	B	C	D	E	172	A	B	C	D	E
23	A	B	C	D	E	73	A	B	C	D	E	123	A	B	C	D	E	173	A	B	C	D	E
24	A	B	C	D	E	74	A	B	C	D	E	124	A	B	C	D	E	174	A	B	C	D	E
25	A	B	C	D	E	75	A	B	C	D	E	125	A	B	C	D	E	175	A	B	C	D	E
26	A	B	C	D	E	76	A	B	C	D	E	126	A	B	C	D	E	176	A	B	C	D	E
27	A	B	C	D	E	77	A	B	C	D	E	127	A	B	C	D	E	177	A	B	C	D	E
28	A	B	C	D	E	78	A	B	C	D	E	128	A	B	C	D	E	178	A	B	C	D	E
29	A	B	C	D	E	79	A	B	C	D	E	129	A	B	C	D	E	179	A	B	C	D	E
30	A	B	C	D	E	80	A	B	C	D	E	130	A	B	C	D	E	180	A	B	C	D	E
31	A	B	C	D	E	81	A	B	C	D	E	131	A	B	C	D	E	181	A	B	C	D	E
32	A	B	C	D	E	82	A	B	C	D	E	132	A	B	C	D	E	182	A	B	C	D	E
33	A	B	C	D	E	83	A	B	C	D	E	133	A	B	C	D	E	183	A	B	C	D	E
34	A	B	C	D	E	84	A	B	C	D	E	134	A	B	C	D	E	184	A	B	C	D	E
35	A	B	C	D	E	85	A	B	C	D	E	135	A	B	C	D	E	185	A	B	C	D	E
36	A	B	C	D	E	86	A	B	C	D	E	136	A	B	C	D	E	186	A	B	C	D	E
37	A	B	C	D	E	87	A	B	C	D	E	137	A	B	C	D	E	187	A	B	C	D	E
38	A	B	C	D	E	88	A	B	C	D	E	138	A	B	C	D	E	188	A	B	C	D	E
39	A	B	C	D	E	89	A	B	C	D	E	139	A	B	C	D	E	189	A	B	C	D	E
40	A	B	C	D	E	90	A	B	C	D	E	140	A	B	C	D	E	190	A	B	C	D	E
41	A	B	C	D	E	91	A	B	C	D	E	141	A	B	C	D	E	191	A	B	C	D	E
42	A	B	C	D	E	92	A	B	C	D	E	142	A	B	C	D	E	192	A	B	C	D	E
43	A	B	C	D	E	93	A	B	C	D	E	143	A	B	C	D	E	193	A	B	C	D	E
44	A	B	C	D	E	94	A	B	C	D	E	144	A	B	C	D	E	194	A	B	C	D	E
45	A	B	C	D	E	95	A	B	C	D	E	145	A	B	C	D	E	195	A	B	C	D	E
46	A	B	C	D	E	96	A	B	C	D	E	146	A	B	C	D	E	196	A	B	C	D	E
47	A	B	C	D	E	97	A	B	C	D	E	147	A	B	C	D	E	197	A	B	C	D	E
48	A	B	C	D	E	98	A	B	C	D	E	148	A	B	C	D	E	198	A	B	C	D	E
49	A	B	C	D	E	99	A	B	C	D	E	149	A	B	C	D	E	199	A	B	C	D	E
50	A	B	C	D	E	100	A	B	C	D	E	150	A	B	C	D	E	200	A	B	C	D	E

FEED THIS DIRECTION

FORM 52000-S1

NAME _____

SUBJECT _____

DATE _____ HOUR _____

TEST RECORD	
SCORE 1	
SCORE 2	
TOTAL	

KEY MARKING INSTRUCTIONS

Form 52000-S1 is used to score tests of up to 200 questions with the SCAN-TRON Model 5200S, Option 1.

The four columns of 50 answers each can be scored in combinations to print out two separate scores. The columns, designated A, B, C, and D, are combined in accordance with the marks made in the two scoring code bubbles at the top of each column. The two scores, Score 1 and Score 2, are printed in the format:

$$AXXX = 111 * YYY = 111$$

where the X's and the Y's can be any of the four columns and the numerics are the sums of the raw scores of the columns assigned to Score 1 and Score 2.

The Scoring Code Table shows the method of assigning a column to be scored with Score 1 or Score 2, both Score 1 and Score 2, or not to be scored. Column A is always scored in Score 1 because the Score 1 bubble is also the KEY bubble and must be marked to designate the form as the KEY form. The KEY form is prepared with the scoring instructions and the answers and fed through the Model 5200S to store the correct answers in the terminal.

The Model 5200S can print a serial number of each test form as it is processed. Marking the SER NUM bubble on the KEY form enables the serial number printing.

SCORING CODE TABLE

SCORE [1] [2]	Column not scored
SCORE [1] [2]	Column scored in Score 1
SCORE [1] [2]	Column scored in Score 2
SCORE [1] [2]	Column scored in both Score 1 and Score 2

EXAMPLE: To score columns A, B, and C together as Score 1 and column D as Score 2, the Score Code bubbles would be marked as follows:

SER [] NUM	SCORE [1] [2]	SCORE [1] [2]	SCORE [1] [2]	SCORE [1] [2]
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The scores would be printed as:

$$ABC = 138 * D = 44$$